

30 March 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Review of Agency Equal Employment Opportunity (EEO) Program with Deputy Directors and Executive Director-Comptroller, 22 March 1972

1. Mr. Colby and Mr. Bavis, Director, EEO, reviewed with the Deputy Directors the Agency EEO Program. In attendance were the Director of Personnel, the Deputy Director of Personnel for Recruitment and Placement, the General Counsel, and the Inspector General. Following a brief explanation of the status of the EEO program, discussion centered around a display of statistics on black and female employees. The purpose of the display was to allow a focus on black professionals (GS-9 and above) and senior women professionals (GS-12 and above). These groups represent two areas of Agency employment which will require top management attention for some time to come.

2. It was recognized by the group that CIA needs to make a really concerted effort to recruit black professionals, if it is to augment the number of blacks in this category and avoid future criticism as an almost all white organization. It must at the same time, find a way to assign, train, and ultimately promote more female professionals to positions GS-14 and above. Whereas we concluded that the Agency's record of employment of women in grade up through GS-14 was defensible, the very small cadre of women in the upper grades (nine GS-15's out of 877; two GS-16's out of 261; no GS-17's out of 102; and one GS-18 out of 59) represents a vulnerability to serious criticism for the Agency.

3. The Executive Director-Comptroller made the point clear that our concern for equal employment opportunity was not merely for the reconciliation of grievances stemming from conscious racial discrimination (there have been no signs that this is a problem in the Agency), but rather for affirmative action that should be taken to achieve a better status for these two groups in the Agency.

4. The set of EEO recommendations tabled for discussion (see attachment) were briefly discussed and endorsed in general terms.

5. While recognizing that during the past year an encouraging trend of promotion for women was beginning to appear (but to a much lesser extent for black professionals), a special effort would be required to assure promotion for both groups in the years ahead. Each Deputy was given a list of the women and black professionals to assist him to plan affirmative action in terms of training, job placement, and promotion panel attention to these individuals.

6. a. It was concluded that the Deputy Directors should be routinely advised by the Director of Personnel of the names of black professional applicants to insure that subordinate component chiefs were aware of high-level interest in them. Files need not, however, bear any code or other marks identifying the applicant as black. The Deputies indicated their willingness to establish goals for their offices for the recruitment of black professionals against which future progress could be measured. Responsibility for establishing and meeting these goals would rest heavily upon office chiefs. The Deputy Directors accepted the idea that black professional recruitment could be greatly assisted by direct participation in the recruitment of black professionals by every level in the various offices. The DD/S&T agreed that the many contacts of his officers with private industry contractors might turn up promising leads. The Executive Director-Comptroller pointed out that the problem of black professional recruitment could not and should not remain the sole responsibility of the Office of Personnel. All offices should be involved one way or another if qualified black applicants are to be identified, processed and persuaded to accept employment.

b. A corollary to the expedited processing of black professional applicants, properly identified and monitored by higher authority in the various directorates, is the need to adopt a system of advising the Psychological Services Staff of the identities of minority applicants whose tests they process and evaluate. This will, for the first time, allow this staff to correlate black professional applicant test scores with those of white applicants with a view to establishing the

validity of the tests for minority applicants in keeping with established U. S. Government EEO guidelines and improving the staff's interpretation of test results sent to prospective Agency employers.

c. A single statistic best exemplifies the problem we face in changing the Agency's black professional profile. It is that there is only one Negro at grade GS-14, and none higher, out of a total of [] positions GS-14 to GS-18 in the Agency.

25X9

7. Professional Women

a. It was also agreed that the Deputy Directors would make a concerted effort to identify positions to which women professionals could be assigned and in which they could be promoted, particularly to grade GS-15. Here too, the Deputy Directors indicated their willingness to establish goals with their office chiefs and agreed that it would be at the office chief level that particular responsibility for continued initiative would lie. There was an understanding that progress against established goals would be reviewed periodically.

b. The DD/S&T made the point that changing the Agency profile with regard to higher level professional women could not be done within a reasonable time if we were to rely solely on promotions from within. His suggestion that recruitment from outside also be considered, evoked the observation by Mr. Fisher that professional women with higher grades were available and that this posed no recruitment problem. He added that he did not understand the recruitment of senior women professionals to be a priority matter at present. Mr. Colby suggested that consideration be given to hiring higher level women professionals on a part-time basis against future possibilities of full-time employment.

8. The attached recommendations were generally approved for further follow-up.

/s/

William S. Bavis
Director, Equal Employment Opportunity

Attachment as stated

Recommendations

1. The Deputy Directors should be briefed twice annually on the EEO program. This will afford them an up-to-date overview of the program and give them an opportunity to compare the performance of their directorates with the others.

2. The Office of Personnel has developed a series of recruitment innovations which are described in paragraphs 6, 7, and 8 of the CY 1971 EEO Program Report. They represent a departure from previous practice and deserve your endorsement. Briefly recapitulated, they are: (a) hire a full-time minority recruiter who is a black; (b) invite black co-op officials to the Agency for briefings on our mission and for talks with black professionals here; (c) establish a panel of senior O/P, OMS and O/S officers to meet with black professionals and educators periodically in order to enhance their awareness of black culture and values; and (d) induce qualified black professional applicants to accept Agency employment through guarantees for graduate level education following a successful period of employment.

3. In order to assure support for the program at a high enough level in the directorates, the Deputy Directors should be briefed on their respective programs by the officer charged with the program responsibility. They should ascertain that the latter is senior enough, has enough access to the facts and in a position to take appropriate action. I am not sure that this is now the case in certain of the directorates. Reference here is not to the grievance aspects of EEO but to a positive program of actions that may be taken in a directorate. I should like to meet with each of you to discuss this since the ambience and requirements for each of the directorates differ.

4. The NPIC EEO program represents a prototype of the kind of upward mobility technique for lower salaried black employees that may well have some application elsewhere in the Agency and I recommend that other components particularly those with a substantial black population be exposed to it in briefings.

5. Likewise, the CS has developed a series of mechanisms to upgrade the role of women and to heighten their sense of participation in its work. Not only are women appointed to various panels and boards, but referents have been appointed in the area divisions and staffs to review the careers of women employees and make recommendations for reassignment and training. Women also have been appointed to serve on Personnel Management Committees. There may be appropriate application of this technique in other directorates and I recommend that this possibility be seriously considered and briefings arranged.

6. Since the recruitment of black professionals is the linch pin to desired changes in the Agency profile, the Executive Director-Comptroller should talk to the next convocation of Agency recruiters in Washington.

The Deputy Directors should find an early opportunity to raise the need for a determined recruitment drive for black professionals with their office directors/division chiefs. Some office level components have no black professionals. (Some subordinate components have no black employees at all.) It is recommended that the Deputy Directors require subordinate offices to survey their component to identify those positions for which black professionals would be acceptable.

7. Carefully re-examine the validity of the OMS administered aptitude and psychological testing to determine if it needlessly discriminates against prospective minority employees. I recommend that a study group be charged with this. The latter might well look into the processing of minority candidates through the security and suitability for employment mechanisms now employed by the Agency, to determine the existence of unintentional discrimination.

8. Show, on a selective basis, in OTR and through O/P, a series of films recently produced dealing with discrimination against minorities. Several are excellent and deserve an audience.

9. Appoint a black professional placement officer as one of the four now in place in the O/P.

10. Brief appropriate career service boards and panels on EEO aims.